



# *Governor's Office for Children*

*"Promoting the well-being of Maryland's children"*



## **Looking Ahead: FY16-FY19**

**LMB Meeting \* September 10, 2015**



# Agenda

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- Review elements of GOC and Children's Cabinet Strategic Plans
- Outline changes that will occur in four phases, from FY16-FY19
- Highlight changes to LMB monitoring and accountability
- Provide new GOC org chart and contact information
- Discuss any questions



# Meeting Objectives

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An understanding of:

- The Children's Cabinet and GOC's plans to address Governor Hogan's four Strategic Goals;
- The changes underway at GOC, both internally and related to LMBs;
- The plan for funding LMB strategies; and,
- The training and technical assistance to be provided to LMBs, with contact information for questions.



# *GOC Strategic Plan*

- Restructuring the Office to focus on policy development, analysis, and research;
- Reprogramming Children's Cabinet funds to support Governor Hogan's vision for jobs and economic opportunity;
- Recommitting to local authority and local decision-making;
- Transitioning to quantifiable, transparent results;
- Transferring operational programs;
- Streamlining boards, commissions, and Office functions; and,
- Conducting outreach to elected officials and the philanthropic community.



# *Governor's Office for Children*

*"Promoting the well-being of Maryland's children"*

- **Vision:** All Maryland children, youth, and families will live and prosper in healthy, safe, and thriving communities.
- **Mission:** The Governor's Office for Children promotes the well-being of Maryland's children, youth, and families through data-driven policies and collective solutions.





# *Governor's Office for Children*

*"Promoting the well-being of Maryland's children"*

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The Governor's Office for Children, led by the Executive Director, facilitates the work of the Maryland Children's Cabinet and supports child well-being by:

- **Promoting sound child and family policy;**
- **Using results and indicators in planning, decision-making, and evaluation;**
- **Collaborating with the Local Management Boards (LMBs) and other partners;**
- **Using data and technology to continuously evaluate and measure outcomes; and**
- **Ensuring fiscal accountability.**



# *Results-Based Policy Framework*

## **1.) What result do we want?**

(What condition of well-being do we want to achieve for families and children, how will we measure progress)

## **2.) What do we know?**

(What does the data and research tell us, what is the progress to date, what is the story behind the data)

## **3.) What works?**

(What are the policies/strategies that work to improve the result)

## **4.) How can we ensure success?**

(What partners do we need, what are the conditions needed for success, how will we monitor implementation)

## **5.) How do we sustain success?**

(Financing strategies)



# *What is a “Result”*

- A “result” is what we are aiming for through change or improvement. Results are the ends (the quality-of-life results for children and families), rather than the means (the output of a program or system).
- Results drive decisions about policies, programs, practices, and the investment of taxpayer dollars.
- Results establish an aspiration that can be measured by data.
  - Indicators are the data that measure progress towards the Result.







# *Maryland's Results for Child Well-Being*



**Babies Born Healthy**



**Youth will Complete School**



**Healthy Children**



**Youth have Opportunities for Employment or Career Readiness**



**Children Enter School Ready to Learn**



**Families are Safe and Economically Stable**

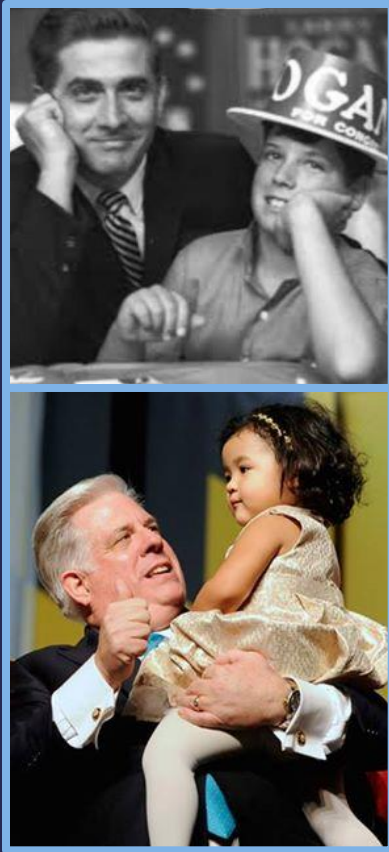


**Children are Successful in School**



**Communities are Safe for Children, Youth and Families**

# *Guiding Questions*



- Will this policy have a **measurable, positive impact** on child and family well-being and the goals we seek?
- Is it **practical, affordable and feasible**?
- Do we have the **resources** to carry-out this work?
- What **role** can GOC play?
  - Leadership
  - Partnership
  - Policy Advisor
  - Training/Monitoring/Tracking



# *Governor Hogan's Four Strategic Goals*

To improve the economic stability of Maryland's most vulnerable families, Governor Hogan charged the Children's Cabinet with addressing the following goals:

1. Improving Outcomes for Disconnected Youth: Defined as teenagers and young adults between the ages of 16 and 24 who are neither working nor in school.
2. Reduce the Impact of Incarceration on Children, Families, and Communities: Impact of incarceration is specific to individuals, *with minor children*, who are currently or were previously incarcerated in a State or local correctional facility for adults or juveniles, including those under criminal justice supervision prior to or following a period of incarceration.
3. Reduce Childhood Hunger: Food insecurity is defined as the limited or uncertain availability of nutritionally-adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.



# *Governor Hogan's Four Strategic Goals*

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4. Reduce Youth Homelessness: Defined as those individuals under the age of 25 who lack a fixed, regular, and adequate nighttime residence; this includes those living in motels, hotels, camping grounds, emergency or transitional shelters, cars, parks, public spaces, abandoned buildings, and bus or train stations for whom it is not possible to live with their parent, guardian or relative and have no other safe alternative living arrangement.
- For DJS, this is limited to those youth in their custody; and
  - For DHR, this is limited to those youth in their custody who are not residing in their court-ordered placement.



# *Children's Cabinet Strategic Plan*

The Children's Cabinet Strategic Plan provides a comprehensive, unified vision and framework for action to develop policies, and link resources, research, budget requests, and legislative initiatives to advance the Governor's vision for *Economic Opportunity for All Marylanders*.

- Focused on Four Strategic Goals:
  - Disconnected Youth
  - Impact of Incarceration
  - Childhood Hunger
  - Youth Homelessness
- Provides a catalog of all current, relevant State programs
- For each goal the plan examines:
  - Background: the current data and research
  - Gaps in Service
  - Current Statewide Approaches
- Presents agency actions for FY16 and beyond



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*FY16-FY19*

Transition in 4 Phases

**What does all this mean for Local  
Management Boards?**





# *FY16 – Phase 1*

- Transition year, time for LMB planning
- Intensive Technical Assistance and Trainings
  - LMBs are *strongly encouraged* to participate in all technical assistance sessions.
- Implementation of Results Scorecard™
- Funding for resource development to address the four Strategic Goals
  - To be announced October 1



## *FY16: Phase 1 - Statewide Trainings*

- Board Development: Governance, Board Roles and Responsibilities, Staff Roles and Responsibilities
- Addressing Poverty: Bridges Out of Poverty Training
- Cultural Competence: Undoing Racism
- Fund Diversification: Grant Writing, Securing Federal Grants, Working with Foundations
- Other Areas

**To be announced to LMB Chairs and Points of Contact as well as posted on the GOC website**



## *FY16: Phase 1 – Technical Assistance: Regional Sessions*

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- Disconnected Youth
  - Impact of Incarceration
  - Youth Engagement
  - Home Visiting
  - Youth Homelessness
- Regional Sessions:
    - One day sessions
    - 4 locations across the state
    - 3 representatives from each LMB or LMB partners for each topic covered



# *FY16: Phase 1 – Technical Assistance: Regional Sessions*

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## **Disconnected Youth**

- 9/1 - Hagerstown
- 9/9 - Towson
- 9/17 - Upper Marlboro
- 9/21 - Cambridge

## **Parental Incarceration**

- 10/7 - Hagerstown
- 10/13 - Towson
- 10/23 - Upper Marlboro
- 10/26 - Cambridge

**The Disconnected Youth trainings may be followed by technical assistance through the Annie E. Casey Foundation, which will be mandatory for LMB team members.**



# *FY16: Phase 1 – Technical Assistance: Regional Sessions*

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## **Youth Engagement**

- 9/3 - Cambridge
- 9/8 - Upper Marlboro
- 9/16 - Towson
- 9/23 - Hagerstown

## **Home Visiting**

- 10/8 - Cambridge
- 10/16 - Upper Marlboro
- 10/22 - Towson
- 10/27 - Hagerstown

## **Childhood Hunger**

- Regional sessions provided by Share Our Strength

## **Youth Homelessness**

- 10/27 - Hagerstown
- 10/29 - Towson
- 11/3 - Upper Marlboro
- 11/10 - Cambridge



# *FY16: Phase 1 – Technical Assistance: Onsite Sessions*

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- Community Agenda Setting:  
Needs Assessments and Surveys
  - Resource/Gap Analysis
  - Selecting Strategies
  - Strengthening Community  
Collaboration
  - Community Accountability
  - Financial Reporting
  - Program Monitoring
  - LMB Best Practices
  - Other Topics
- Process: Submit  
request to Tracey Webb  
or Candy Edwards-  
Roach for onsite  
technical assistance  
with LMB staff,  
members, and partners





# *FY16: Phase 1 – Technical Assistance: Webinars*

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- Evidence-Based Programs and best practices related to the four Strategic Goals
- Results Scorecard™
- Process: Webinar schedule to be distributed to LMB Points of Contact and Chairs as well as posted on the GOC website

## *FY17- Phase 2*

- Continue visits by the Executive Director with LMBs and local elected officials;
- Technical assistance;
- Onsite monitoring;
- Implementation of Results Scorecard™; and,
- Continue outreach to elected officials and the philanthropic community.



These will continue through FY19



## *FY17- Phase 2*

- Announcement of the new LMB application process for Children's Cabinet funding in January, 2016 with a Notice of Funding Availability (NOFA)
- **Responses due in May 2016**
- Application process to include:
  - Level-funding of the LMB's current base allocation (a single pool for both programs and administration);
  - Flexibility for LMBs as they convert funding from old programs to new ones consistent with identified needs, resource gaps and the Children's Cabinet Strategic Goals;
  - Flexibility for LMBs to determine funding needed for administration, up to 30% of the base allocation; and,
  - New funding for strategies to address the four Strategic Goals.



## *FY17- Phase 2*

The new NOFA process will require LMBs to use a data-driven process and will include requirements to present:

- A community plan together with detailed information regarding needs assessments and resource gaps analyses;
- The prioritized Results and Indicators, based on needs assessment and community plan;
- How the strategies proposed are critical resource gaps in the community plan and aligned with prioritized Results and Indictors;
- How the strategies build on existing programs and services, with an emphasis on linking, expanding or enhancing existing programs;
- How the new strategies support Governor Hogan's goals;
- A detailed timeline for implementation with a budget that corresponds to the timeline; and
- Performance measures for all proposed strategies.

## *FY17 – Phase 2*

New Community Partnership Agreements (CPAs) between GOC and the LMBs will include from the applications:

- The outcomes LMBs anticipate achieving for each funded strategy; and,
- The performance measures for each funded strategy.

**This will continue through FY19**





## *FY18 - Phase 3*

GOC will issue the FY18 NOFA for:

- A single pool of funding for administration and services (based on FY17 LMB award).
- Additional new funding to address the four Strategic Goals available competitively to LMBs based upon results achieved in FY16 and FY17, as demonstrated by the Results Scorecard™





## *FY19 - Phase 4*

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GOC will issue the FY19 NOFA for a single pool of funding for programs and services. The total award to an LMB will be focused on strategies to address the four Strategic Goals and will be based upon results achieved in FYs 16-18.

Note: FY17-19 based on funding availability



# *LMB Monitoring*

## **The Results Scorecard™**

- The Scorecard will be the primary reporting mechanism for outcomes achieved by LMBs.
- It is a web-based tool designed to transparently track measures of progress.
- Each LMB has been provided a Scorecard user license and training through GOC. Additional TA will be available.
- LMBs are required to use the Scorecard for Children's Cabinet and GOC-funded programs but can include other programs.
- The Scorecard requires the LMBs to input data on:
  - prioritized Results and Indicators;
  - performance measures for each funded program or strategy; and,
  - quarterly progress reports from each program on performance measures.



# *LMB Monitoring*

## **Onsite Monitoring**

- Items subject to onsite monitoring are:
  - detailed in the new LMB Policies and Procedures Manual in three sections - (1) LMB Roles and Responsibilities (those items specifically stating that the LMB “shall”), (2) Requirements, and (3) Restrictions;
  - related to the requirements of the CPA, any Grant Agreements, and the use of earned reinvestment funds; and,
  - requirements by Federal, State and local laws, regulations and policies.
- Items in the Manual that do not state the LMB “shall” and items included in the Recommended section will NOT be subject to onsite monitoring.



# *LMB Reporting*

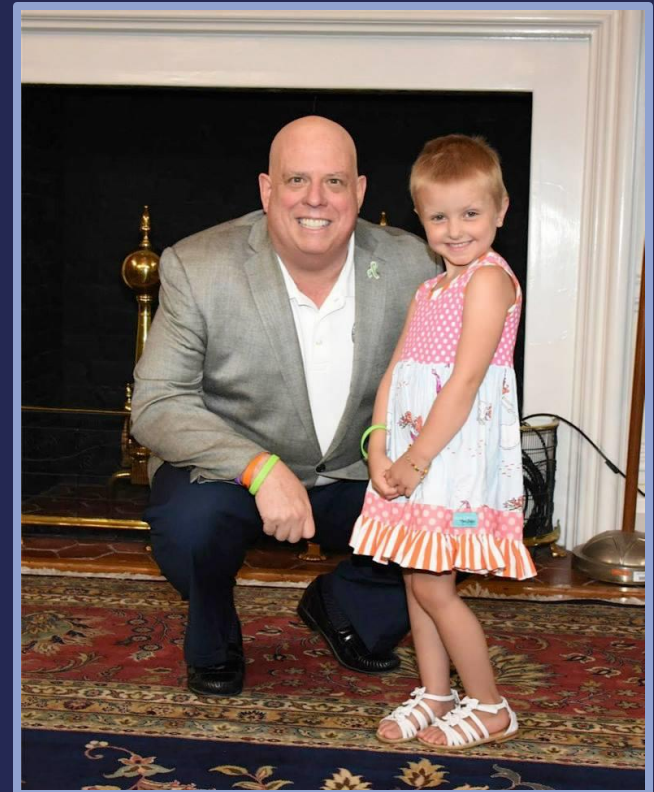
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- **Requirements for timely reporting**
- **Reporting process:**
  - Program reporting will occur through the Results Scorecard™
  - Fiscal reporting will continue in the current manner (templates and instructions emailed and posted to the Google Drive).

## *Additional Items*

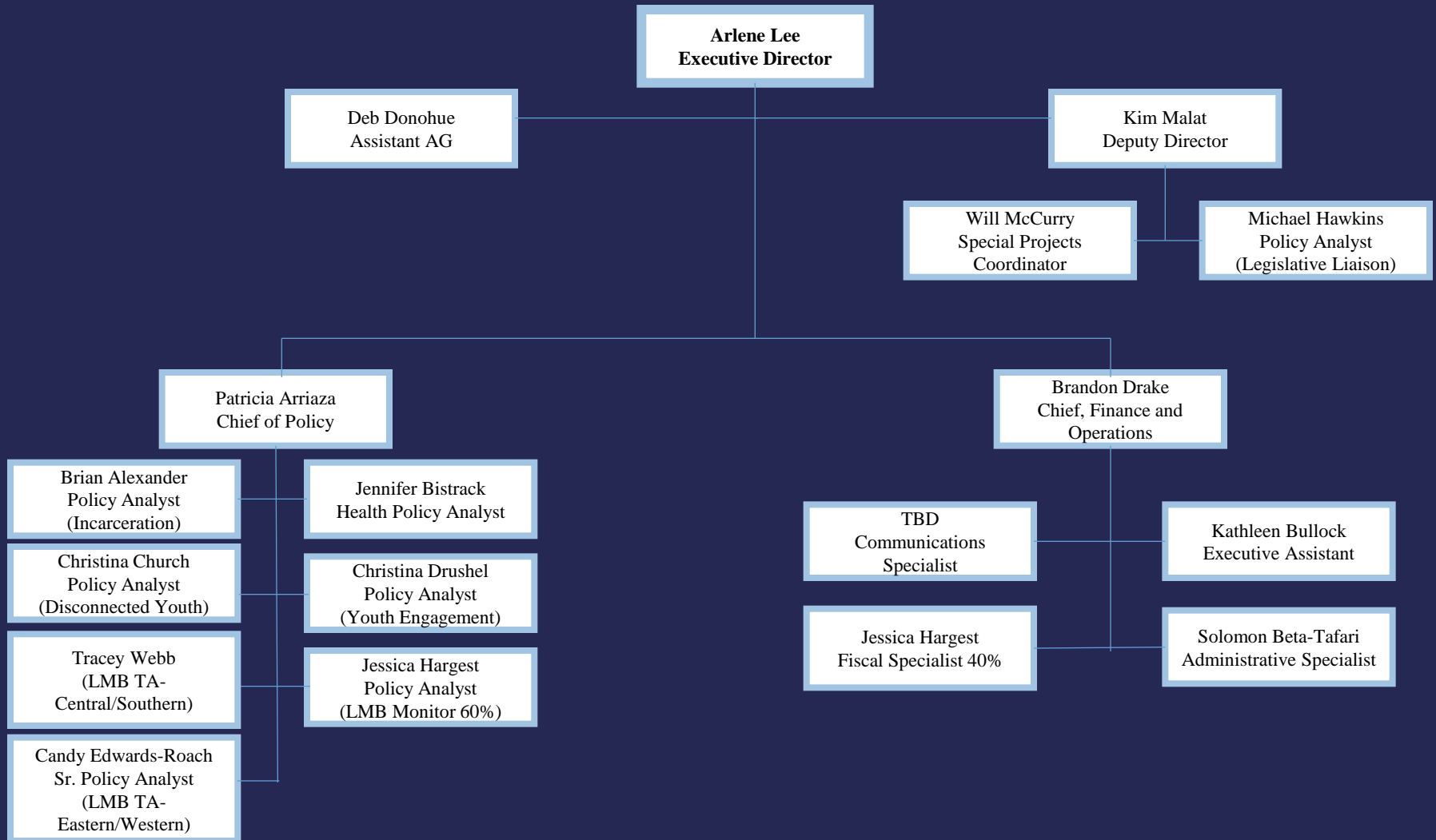
### New Communications Tools:

- Website overhaul, to include a new blog
- Social media
- Newsletter
- Email subscription lists on specific topics
- Email updates to LMBs





# New Organizational Chart







## *GOC Contact Info*

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Questions about LMB policies and procedures,  
and requests for onsite TA -

- Central Maryland/Southern Maryland:  
Tracey Webb  
410-767-1413 or [tracey.webb@maryland.gov](mailto:tracey.webb@maryland.gov)
- Eastern Shore/Western Maryland:  
Candy Edwards-Roach  
410-350-5579 or [candy.edwards@maryland.gov](mailto:candy.edwards@maryland.gov)



## *GOC Contact Info*

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Specific questions about –

- Disconnected Youth: Christina Church  
410-767-3539 or [christina.church@maryland.gov](mailto:christina.church@maryland.gov)
- Parental Incarceration: Brian Alexander  
410-767-3639 or [brian.alexander@maryland.gov](mailto:brian.alexander@maryland.gov)
- Youth Engagement: Christina Drushel Williams  
410-767-2547 or [christina.drushel@maryland.gov](mailto:christina.drushel@maryland.gov)
- Home Visiting: Jenn Bistrack  
410-767-6255 or [jennifer.bistrack@maryland.gov](mailto:jennifer.bistrack@maryland.gov)



## *GOC Contact Info*

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- Questions about interagency issues and other policy areas –

Patricia E. Arriaza

410-767-6223 or [patricia.arriaza@maryland.gov](mailto:patricia.arriaza@maryland.gov)

- Questions about CPA contract/budget modifications, waivers, earned reinvestment-

Kim Malat

410-767-5141 or [kim.malat@maryland.gov](mailto:kim.malat@maryland.gov)



# *GOC Contact Info*

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Questions about scheduling  
meetings with or visits from  
the Executive Director-

Kathleen Bullock

410-767-8675 or

[kathleen.bullock@maryland.gov](mailto:kathleen.bullock@maryland.gov)



# Governor's Office for Children 2015 Strategic Plan: *Ensuring Economic Opportunity for All Marylanders*

## Goals

Improve Outcomes for Disconnected Youth

Reduce the Impact of Incarceration on Children, Families and Communities

Reduce Childhood Hunger

Reduce Youth Homelessness

## Strategies

- Policy Development, Research, Data Analysis
- Technical Assistance to Local Management Boards (LMBs)
- New LMB Grant and Accountability Process
- Reorganizing, Streamlining and Using Resources More Effectively
- Building Partnerships
- Coordinating the work of the Children's Cabinet

**Vision:** All Maryland children, youth, and families will live and prosper in healthy, safe, and thriving communities.

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## Maryland's Child Well-being Results



Babies Born Healthy



Healthy Children



Children Enter School Ready to Learn



Children are Successful in School



Youth will Complete School



Youth will have Opportunities for Employment or Career Readiness



Communities are Safe for Children, Youth and Families



Families are Safe and Economically Stable



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